

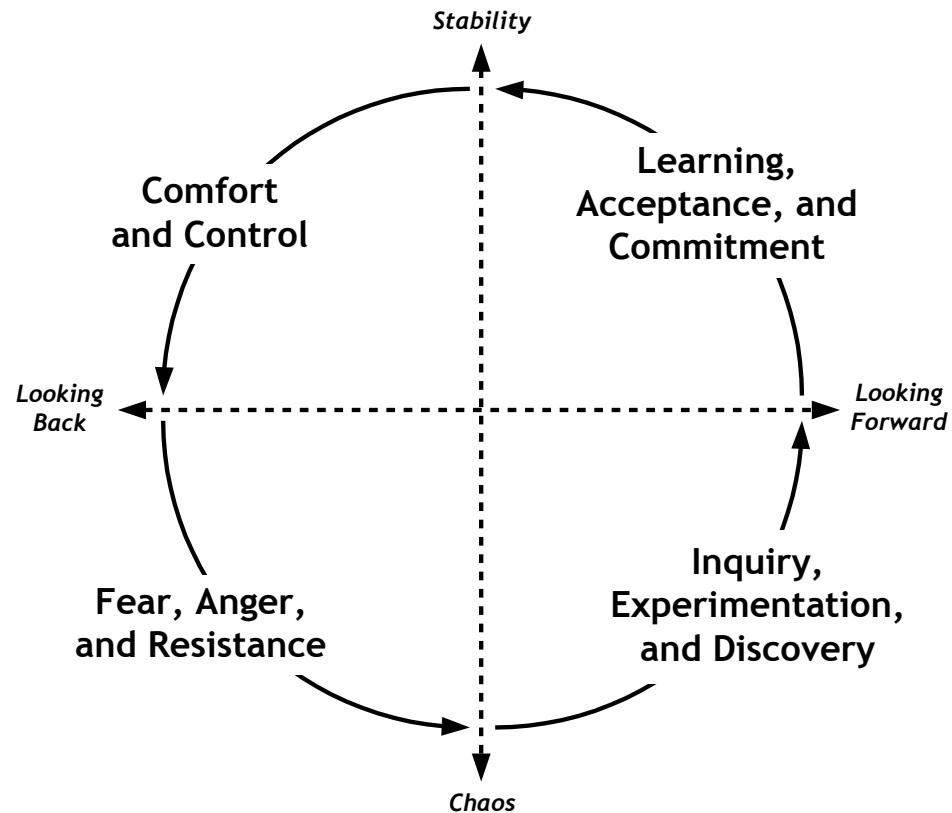
Tips for Leading Behavior Change

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Change...

As a member of a team leading a change initiative in a school setting, it is important to remember that change of any kind is a process or a “journey”...

The Journey through Change



Characteristics of *Comfort and Control*

- Comfortable
- Safe
- Everything's fine
- Happy
- Satisfied
- No problems
- Positive
- Rewarding
- In control . . .
- I'm okay, you're okay! *Maybe*

People feel comfortable, safe, and in control. They are working hard – but often on the wrong things.

Actions for *Comfort and Control*

- Acknowledge people's past successes.
- Get people's attention; what is their need?
- Identify the need for change . . . identify the pain and the consequences of not changing.
- Immerse people in information about improvement.
- Ask people what will happen — one way or another!
- Give people time to let the ideas sink in.
- Identify the problem first, then identify the solution!

Characteristics of *Fear, Anger, & Resistance*

- Frustration
- Anger
- Fearful
- Betrayed
- Upset
- Confused
- Challenged
- Hostility
- Anxiety
- Self-doubt
- Lost
- Dazed

***People feel frustrated, angry,
and fearful about the change.
Performance deteriorates.***

Actions for Fear, Anger, & Resistance

- Co-create the vision.
- Listen, listen, listen.
- Acknowledge people's pain, perceived losses, and anger.
- Strive to address their perceived losses.
- Tell people what you know — and what you don't know.
- Talk with people about their feelings rather than trying to talk them out of those feelings.
- Discuss ways to solve the problems people see with the change.
- Encourage discussion, dissent, disagreement, debate . . . keep people talking.

Characteristics of *Inquiry, Experimentation & Discovery*

- Confused
- Questioning
- Hopeful
- Opportunity
- Frustrated
- Disappointed
- Challenged
- Half-way there!
- Making progress
- Going in all directions at once!
- Searching for solutions
- Exciting!
- Innovation/creativity

People want to make the change work – on their terms as well as those of the organization – but they don't have clear answers.

Actions for Inquiry, Experimentation, & Discovery

- Give people freedom and direction.
- Give people permission to find their own solutions.
- Encourage people to take risks.
- Refine the vision — make room for others' ideas.
- Tell people as much as you know.
- Encourage teamwork and collaboration.
- Encourage personal reflection and learning.
- Set short-term goals.

Characteristics for *Learning, Acceptance, and Commitment*

- Understanding
- Energized
- Success
- Relief
- Accomplishment
- Self-confidence
- Satisfied
- Comfortable
- Looking towards future

People are focused on and excited about the future. They begin working together to accomplish the change vision.

Actions for *Learning, Acceptance, & Commitment*

- Acknowledge their hard work.
- Celebrate successes and accomplishments.
- Reaffirm the vision.
- Bring people together toward the vision.
- Develop long-term goals and plans.
- Provide tools and training to reinforce new behaviors.
- Reinforce and reward the new behaviors.
- Create systems and structures that reinforce new behaviors.
- Prepare people for the next change.

References

Adapted from:

Kotter, John. (1996). Leading change. Harvard Business School Press.

March, Robert. (2007). Leading behavior change, an overview of the impact of change and how to introduce organizational change [Conference Material]. Effective Educational Practices.